Sustainable Resource Development

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2001 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at April 3, 2001 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[ORIGINAL SIGNED]

Mike Cardinal, *Minister of Sustainable Resource Development*
April 10, 2001

STRUCTURE

The Ministry of Sustainable Resource Development includes the Department of Sustainable Resource Development, Natural Resources Conservation Board, Surface Rights Board and Land Compensation Board.

VISION

The development of Alberta's forest, fish and wildlife, and public lands resources within a policy, administrative and regulatory framework that benefits both present and future Albertans, the owners of the resources.

MISSION

Optimize the sustained contribution from Alberta's resources in the interests of Albertans.

CORE VALUES

The values of Albertans are reflected in policy directions about people, prosperity and preservation. Ministry core values are incorporated into the day-to-day work of the Ministry and are a unifying force among individuals that helps us perform in an integrated way.

At Alberta Sustainable Development we believe in:

1. **Commitment** to the vision, mission and goals of the Ministry.
2. **Respect** for the opinions of others.
3. **Informed decision-making** based on consultation, best available information and knowledge.
4. **Professionalism** and a high quality of service when conducting our business.
5. **Honesty, integrity** and **ethical behaviour.**

BUSINESS PRACTICES

Integrated Resource Management	We utilize a comprehensive approach to resource management decision-making.
Integrated Delivery	We strive to provide consistent, predictable and coordinated policies and decisions.
Client Service	We practice service excellence in all regions and communities of Alberta.
Science Based Decision-making	We use the best available knowledge and technology.
Public Involvement	We provide Albertans opportunities to contribute to decision making.
Intergovernmental Harmonization	We partner with all orders of government to harmonize policies, legislation and standards and establish clear accountabilities.

102-01058/

MINISTRY BUSINESSES, GOALS, KEY RESULTS AND MEASURES

CORE BUSINESSES

Alberta is rich in natural resources. Albertans own these resources, and the Ministry is responsible for sustainable development of Alberta's forest, fish and wildlife and public land resources.

The Department plays a leadership role in developing and managing Albertans' resources. The Department's core businesses are:

Industry Development

- Foster development, investment, trade and research in Alberta's forest resources.
- Foster development and research in Alberta's fish and wildlife and public land resources.
- Establish and optimize Albertans' share of revenue from forest, fish and wildlife and public land development.

Resource Stewardship

- Manage the disposition of timber, fish wildlife and public land allocations.
- Ensure Forest Protection.

Note: [CM] denotes response to cross ministry priorities

CORE BUSINESS 1: INDUSTRY DEVELOPMENT

Goal 1.1: Strengthen the competitiveness of the forest sector.

KEY STRATEGIC INITIATIVES

- Address environmental and surface access issues affecting the resource sector in a manner that is fair and equitable to ensure that resource development is not unduly constrained.
- Work in partnership with other ministries to develop more effective sustainable resource and environmental management consultation and approval processes in order to improve access to forest resources. [CM - Economic Development Strategy and Aboriginal Policy Initiative]
- Stimulate resource-related research aimed at new technological solutions and reducing development costs, in partnership with the Ministry of Innovation and Science. [CM - Economic Development Strategy]
- Participate with other ministries in the development of strategies to increase the availability of a trained and skilled workforce, including Aboriginal participation, for the resource sector and to leverage Alberta's expertise and innovation. [CM - Aboriginal Policy Initiative and Economic Development Strategy]

RESULTS	MANAGEMENT CHECKPOINTS
1. To be developed.	• To be developed.

Goal 1.2: Sustain growth opportunities in the forest resource sector through maximization of opportunity, secondary processing and exports of products.

KEY STRATEGIC INITIATIVES

- Lead the implementation and monitoring of a long-term strategy for forest industry development to support stable economic growth in the industry.
- Develop a revenue strategy and policies that balance a fair share of revenue with sector competitiveness, for the benefit of Albertans.
- Ensure a supportive land use and forest management policy that provides stability, continuity and clarity to the industry and enhances fibre opportunities.
- Nurture public awareness of forest industry management practices and the economic significance of the sector.
- Foster strategic alliances or supply agreements between primary and secondary manufacturers to improve the secondary manufacturers' access to raw materials. [CM - Economic Development Strategy]
- Manage the tenure process, through Forest Management Agreement renegotiations, to strategically add value across all forest sectors.
- Partner with International and Intergovernmental Relations and Economic Development to foster value-added development of forest products and facilitate market access. [CM - Economic Development Strategy]
- Work in partnership with other ministries to develop more effective sustainable resource and environmental management consultation and approval processes in order to improve access to energy, mineral and forest resources. [CM - Economic Development Strategy and Aboriginal Policy Initiative]

PERFORMANCE MEASURE

Target: Reduce the gap between the harvest and annual allowable cut. (under review)

The volume of timber determined to be available for harvest (annual allowable cut) in Alberta is based on what the forest will grow and supply on a sustainable basis, rather than the size of the industry. The sustainable harvest is calculated using only that portion of forest land base (e.g., excludes recreation areas, wildlife reserves, stream buffers, etc.) which the government makes available for timber harvest; and reflects the forest management strategies applied to that land base. Within the annual allowable cut (AAC), Sustainable Resource Development allocates timber to the industry. This measure compares the actual annual timber harvest with the approved AAC. The AAC, which is set by the province, identifies the opportunity for resource development.

Million m^3	1995	1996	1997	1998	1999	Estimate 2000
AAC	22.1	22.1	23.0	23.4	23.8	23.8
Harvest*	15.1	16.6	17.7	19.1	15.1	n/a
Gap	7.0	5.5	5.3	4.3	8.7	n/a

Source: Alberta Sustainable Resource Development

*Does not include fire-killed and salvaged Crown timber.

CORE BUSINESS 2: RESOURCE STEWARDSHIP

Goal 2.1: Protect Alberta's forests by preventing and suppressing wildfires.

KEY STRATEGIC INITIATIVES	ACTIVITIES TO ACHIEVE OUR GOALS
• Continue to respond to the recommendations outlined in the KPMG Alberta Fire Review 1998 Report. • Maintain firebases, lookouts and towers, ranger stations and remote airstrips. • Ensuring fire infrastructure and equipment are maintained and operated effectively. • Increase the capacity of industry, municipalities, Aboriginal and other communities to deal with wildfires through training.	• Infrastructure planning. • Operate, maintain and manage infrastructure for forest fire detection and prevention required for the Ministry's programs. • Provide effective forest fire detection and prevention programs and wildfire suppression activities within the "Forest Protection Area" and adjacent cooperative zones. • Maintain mutual aid initiatives between municipalities and the province for forest fire fighting. • Manage major forest pests and disease.

RESULTS	MANAGEMENT CHECKPOINTS
1. Keep the number of human caused fires within the Forest Protection Area from increasing; despite population growth and escalating fire start potential. 2. Rapidly detect and promptly report all wildfires occurring within the Forest Protection Area. 3. Initial attack on all wildfires within Alberta's Forest Protection Area is timely and effective. 4. Quickly contain escaped wildfires occurring within the Forest Protection Area and minimize fire losses. 5. Detect all major forest pest outbreaks within the first year of their occurrence; assess their potential impact; and control priority outbreaks. 6. Increased fire fighting capacity in aboriginal communities. 7. Ensure Ministry owned equipment and infrastructure are operated and maintained to satisfactory standards to deliver programs. 8. Undertake capital projects to support the effective management of infrastructure.	(Under review) • The number of human caused fires within the Forest Protection Area do not increase, despite population growth and escalating fire start potential. • Percentage of wildfires detected. • The percentage of wildfires occurring in the province's Forest Protection Area that are actioned. • Percentage of escaped wildfires that are contained within the first burning period. • The percent of major forest pest outbreaks detected during the first year of occurrence; the percent of major outbreaks assessed annually; and the percent reduction in affected area. • Percentage of Aboriginal communities with increased capacity in fire fighting. • Percentage of infrastructure and equipment rated as operationally safe. • Progress on priority capital projects.

Goal 2.2: Improve environmental stewardship of public land.

KEY STRATEGIC INITIATIVES	ACTIVITIES TO ACHIEVE OUR GOALS
• Provide guidelines, standards, regulations and legislation for environmental performance requirements to sustain the quality of Alberta's soil on public land. • Ensure the long-term sustainability of public lands for the benefit of Albertans.	• Monitor changes in soil on public land. • Allocate and manage public land for agricultural, industrial, commercial and conservation uses, through an integrated approach that considers all resource values in consultation with partners and customers. • Work with a broad range of stakeholders in developing a framework to better balance business and community development with the conservation of public land and open spaces.

RESULTS	MANAGEMENT CHECKPOINTS
1. Maintenance and improvement in the quality of soil and water resources. 2. Maintenance or improvement in the quality of public land resources. 3. Sustainable use of public lands by agriculture, other industries, the public and wildlife.	(Under review) • Land productivity index. • Range sustainability: average per cent utilization of allocated grazing capacity. • Number of land and resource allocations.

Goal 2.3: Promote fish and wildlife conservation.

KEY STRATEGIC INITIATIVES

- Manage the fish and wildlife resources of Alberta in a manner consistent with government policy statement for the benefit and enjoyment of the people of Alberta.
- Ensure that viable populations of wildlife species are maintained.
- Ensure viable fish populations are maintained.

PERFORMANCE MEASURE

(Under review)

Description: This measure shows the health of Alberta's fish and wildlife populations, based on data in the Ministry's *Status of Alberta's Wildlife* report (December 1996). The number consists of the following: Amphibians - 10; Mammals - 90; Birds - 370; Reptiles - 8; and Fish - 60. Every five years, a survey of the population status of fish and wildlife species is conducted. The general status assessments of all species will be conducted and summarized in a report entitled *"The Status of Alberta Species 2001"* for release in early 2001.

Report and Analysis: In 1995, there were approximately 538 species of fish and wildlife known to occur in Alberta. Of the 538 species of fish and wildlife found in Alberta, only two percent are considered at serious risk.

Target: Percentage of species at serious risk below five percent.

SUPPORT SERVICES

Goal 3: Manage the department in an effective, affordable manner and provide an attractive work environment for employees.

KEY STRATEGIC INITIATIVES	ACTIVITIES TO ACHIEVE OUR GOALS
• Participate in the implementation and ongoing operation of the Alberta Corporate Service Centre. Contribute to cross-government initiatives to support the Government Business Plan. • Expand the Department's focus on and commitment to providing quality service to both corporate and industry clients. • Implement human resource strategies aimed at improving staff retention, attraction and development. Build business excellence into Department business practices. • Continue to build a culture that fosters long term development of staff who are recognized for their leadership, commitment to teamwork and innovative practices. • Align the Department's organization and processes with the strategic direction of our business and culture.	• Provide access to information and effective records management. • Review and implement the Department's Operational Information Technology Plan and maintain and enhance electronic information technology transfer. • Manage the Ministry's budgeting, forecasting and financial operations processes. • Provide strategic communications planning and coordination for key ministry and government policies and initiatives.

RESULTS	MANAGEMENT CHECKPOINTS
1. Ministry business is conducted according to approved policies and procedures. 2. Ensure Ministry financial targets are achieved. 3. Management is provided with useful and timely information. 4. Financial and administrative training meets needs. 5. Support the integration of shared service partnerships including the Alberta Corporate Service Centre. 6. Develop integrated IT systems and architecture standards. 7. Optimal use of IT resources. 8. The department has the knowledge and abilities to accomplish current and future business plan goals. 9. The Leadership Continuity Plan encourages leadership development in all our employees.	(Under review) • Satisfaction of Department Executive and program managers. • Fiscal target is met. • Usefulness and timeliness of reports. • Identified staff receive required financial and administrative training. • Shared services savings transferred to program delivery. • Customer Service Agreements in place for shared support services. • IT Systems are developed to meet departmental business priorities and standards. • Hardware and software meets departmental business priorities and standards. • Staff knowledge of the Leadership Continuity Plan and alignment of their 2001-02 learning and development plans accordingly. PERFORMANCE MEASURE • Client Satisfaction - Establish a bench mark for Sustainable Resource Development.

Expense by Core Business

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
EXPENSE						
Core Business						
Industry Development	62,862	71,313	66,114	69,763	71,044	72,532
Resource Stewardship	271,238	144,234	186,729	145,839	134,273	134,736
Debt Servicing Costs	2,901	-	-	-	-	-
MINISTRY EXPENSE	337,001	215,547	252,843	215,602	205,317	207,268

Ministry Statement of Operations

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
REVENUE						
Internal Government Transfers	24,457	-	-	-	-	-
Transfers from Government of Canada	29,935	8,091	7,713	1,614	1,614	1,614
Investment Income	1,578	206	4,646	5,939	8,524	9,088
Premiums, Fees and Licences	146,432	135,176	124,973	135,327	137,570	137,207
Other Revenue	4,942	3,809	3,922	6,430	4,940	3,800
MINISTRY REVENUE	207,344	147,282	141,254	149,310	152,648	151,709
EXPENSE						
Program						
Business Sustaining Services	6,108	6,279	6,488	6,523	5,675	5,826
Client and Licensing Services	16,351	19,480	19,480	19,901	19,631	19,962
Enforcement Field Services	12,309	13,814	13,815	13,594	12,136	12,442
Fisheries and Wildlife Management	9,838	11,514	11,514	12,440	10,078	10,318
Forest Management	26,138	32,878	29,380	27,156	27,436	27,829
Forest Industry Development	2,530	2,682	2,682	2,682	2,682	2,682
Public Lands Management	10,108	10,350	10,333	11,250	11,950	12,354
Land Administration	16,511	15,978	15,072	19,689	19,767	20,259
Resource Data	10,807	8,708	7,908	8,771	8,864	8,988
Forest Protection	56,582	58,893	64,129	55,400	55,542	56,186
Fire Reclamation	17,000	4,000	4,000	4,000	-	-
Natural Resources Conservation Board	698	1,355	970	1,370	1,323	1,350
Surface Rights and Land Compensation Board	2,946	2,207	3,048	1,785	1,811	1,845
Environment Statutory Programs	2,674	4,000	5,000	7,500	5,000	3,850
Natural Resources Emergency Program	135,813	12,580	50,080	12,580	12,580	12,580
Amortization	5,805	5,774	5,962	5,906	5,787	5,742
Nominal Sum Disposals	-	4,000	1,927	4,000	4,000	4,000
Valuation Adjustments and Other Provisions	1,882	1,055	1,055	1,055	1,055	1,055
Program Expenses	334,100	215,547	252,843	215,602	205,317	207,268
Debt Servicing Costs						
Environmental Protection and Enhancement Fund	2,901	-	-	-	-	-
MINISTRY EXPENSE	337,001	215,547	252,843	215,602	205,317	207,268
Gain (Loss) on Disposal of Capital Assets	1,044	2,320	1,249	2,320	2,320	2,320
NET OPERATING RESULT	(128,613)	(65,945)	(110,340)	(63,972)	(50,349)	(53,239)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
Ministry Revenue	207,344	147,282	141,254	149,310	152,648	151,709
Inter-ministry consolidation adjustments	(24,483)	(67)	(50)	(67)	(67)	(67)
Consolidated Revenue	182,861	147,215	141,204	149,243	152,581	151,642
Ministry Program Expense	334,100	215,547	252,843	215,602	205,317	207,268
Inter-ministry consolidation adjustments	(2,700)	(8,067)	(6,977)	(11,567)	(9,067)	(7,917)
Consolidated Program Expense	**331,400**	**207,480**	**245,866**	**204,035**	**196,250**	**199,351**
Ministry Debt Servicing Costs	2,901	-	-	-	-	-
Consolidated Expense	334,301	207,480	245,866	204,035	196,250	199,351
Gain (Loss) on Disposal of Capital Assets	1,044	2,320	1,249	2,320	2,320	2,320
Inter-ministry consolidation adjustments	-	(2,320)	(1,249)	(2,320)	(2,320)	(2,320)
CONSOLIDATED NET OPERATING RESULT	(150,396)	(60,265)	(104,662)	(54,792)	(43,669)	(47,709)